

**EXAMPLE**

# **1998 UNIFIED EXPORT STRATEGY AND APPLICATION**

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# 1998 UNIFIED EXPORT STRATEGY

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<b>Certification Statement</b>
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I, the undersigned, do hereby certify that any funds received under the Market Access Program or the Foreign Market Development Program will supplement, but not supplant, private or third party participant funds or other contributions to program activities. I also acknowledge that all records supporting this claim shall be made available upon request to authorized officials of the U.S. Government for purposes of making audits, examinations, excerpts and transcripts.

I further certify that, to the best of my knowledge, the information contained in this application is true and accurate.

**Signature:** /S/ Tom Handler **Date:** April 1, 1998

**Name:** Tom Handler

**1998 UNIFIED EXPORT STRATEGY**  
***Applicant Profile, Product and Region Information***

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<b>Section 1. Applicant Profile and Background Information</b>
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**a) Name and Address of Applicant (Street, City, State and Zip Code):**

USA Kumquats  
2002 Fruit Lane - Suite 301  
Arlington, VA 55555-5555

**b) Name of Chief Executive Officer (or Designee):**

Tom Handler  
President & CEO

**c) Name and Telephone Number of Primary Contact Person:**

Andy Accountant  
International Marketing Director  
(555) 555-1111 (phone)  
(555) 555-2222 (fax)

**d) Type of Organization:**

- ☒ Nonprofit U.S. agricultural trade organization
- ☐ Nonprofit state regional trade group
- ☐ U.S. agricultural cooperative
- ☐ State agency
- ☐ Small U.S. commercial entity

**e) Tax Exempt Identification Number (for nonprofit entities only): T567890**

**f) Description of the Organization and its Membership:**

The USA Kumquat Industry Trade Council (USAK) was incorporated in the District of Columbia in 1985. USAK represents nearly all kumquat growers in the United States, as well as many companies in related industries. USAK is governed by a 31-member Board of Trustees, a 9-member Executive Committee, and 4 officers.

USAK presently is composed of 9 state kumquat associations representing 30 firms and 325 growers in 5 states. Funding for USAK comes directly from assessments on participation states and regions, and is based on the export markets in which each state participates in each activity country.

**g) List of Affiliated Organizations: N/A**

**h) Description of U.S. Office Management and Administrative Capability** (Include the names, position, percent of time devoted to the MAP and FMD, if applicable):

<u>Name</u>	<u>Position</u>	<u>MAP</u>	<u>FMD</u>
Tom Handler	President & CEO	5%	3%
Lucy Ball	Executive Secretary	1%	1%
Jim Cane	Director of Industry Services	5%	3%
Paul Dollars	Director of Finance	15%	10%
Andy Accountant	International Marketing Director	55%	30%
Bill Brown	Assistant to Andy Accountant	50%	25%

**i) Description of Prior Export Promotion Experience:**

USA kumquats have been in the export market for about seven years. We have experienced great growth in the markets where we have focused our efforts. As the demand grew within our international markets USA kumquats obtained a larger portion of that growth than our competitors.

USAK's President and CEO, Tom Handler, has held this position for the past seven years, and was instrumental in bringing all the participating states and regions together to work for the first time in a unified export promotion effort. Mr. Accountant has been responsible for the day-to-day management of the international programs for four years under the guidance of the President & CEO and a nine member kumquat export council. He also has over ten years of experience in various international associations. Mr. Accountant holds a Bachelor of Science degree in Agricultural Economics from Texas A&M University and an MBA from American University.

**Section 2. Description of Products**

**a) Description of the Exported Agricultural Commodities and Products Covered by the Unified Export Strategy and the Percentage of U.S. Origin Content:**

Exported Commodity/Product	Commodity Aggregate	Percent of U.S. Origin
1. Kumquats	KUMQT	100%
2.		
3.		
4.		
5.		
6.		

### Section 3. Description of Regions

a) Name and country listing of all regions identified in this UES application:

N/A

TABLE OF REGIONS	
<i>Region Name</i>	<i>List of Countries in Region</i>

**1998 UNIFIED EXPORT STRATEGY**  
***Summary of Resource Requests and Export Goals***

- **Organization:** USA Kumquats

<b>Table 1. Summary of Resource Requests and Export Goals</b> (For all promoted products)		
<i>Program</i>	<i>\$ Request</i>	
Market Access Program (MAP)	<b>\$248,000</b>	
Foreign Market Development Program (FMD)	<b>\$115,000</b>	
Section 108	<b>\$ 0</b>	
Emerging Markets Program (EMP)	<b>\$50,000</b>	
Cochran Program (\$ / # of Applicants)	<b>\$20,000</b>	<b>5</b>
GSM 102	<b>\$1,000,000</b>	
GSM 103	<b>\$ 0</b>	
Supplier Credit	<b>\$ 0</b>	
<b><i>Actual Exports and Export Goals</i></b> (For all promoted products)	<b><i>U. S. Exports</i></b> ( <b>\$</b> )	<b><i>World Trade</i></b> ( <b>\$</b> )
1993	\$700,000	\$4,954,000
1994	\$900,000	\$5,340,000
1995	\$1,100,000	\$5,886,000
1996	\$1,400,000	\$6,415,000
1997 (E)	\$1,900,000	\$7,000,000
1998 (G)	\$2,500,000	\$7,600,000
1999 (G)	\$3,200,000	\$8,300,000
2000 (G)	\$4,100,000	\$9,000,000
2001 (G)	\$5,300,000	\$9,900,000
2002 (G)	\$7,00,000	\$10,800,000
2003 (G)	\$9,100,000	\$11,800,000
2004 (G)	\$12,500,000	\$12,800,000

Source: World Trade -- FAO / World exports  
U.S. Exports -- U.S. Bureau of Census

# 1998 UNIFIED EXPORT STRATEGY

## *Analysis of U.S. and World Market Situation*

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- **Organization:** USA Kumquats

**Domestic Developments:** For each product, please discuss recent domestic developments, the outlook for domestic production and exportable supplies to the year 2002, and share of U.S. production that is exported, and strengths and weakness of the domestic industry as it relates to the international market.

The kumquat industry has a bright future ahead of it over the next 5 to 8 years. Development of some basic kumquat hybrids will allow U.S. production to grow and meet the consumer demands of the international markets. U.S. consumers continue to demand a high variety of fresh fruit. However, the consumption of kumquats is leveling-off with the introduction of these substitutes. This loss of domestic demand is superceded by the growing international demand and lack of new suppliers in the short term. The international market for kumquats offers many opportunities and will account for nearly 50% of the U.S. production in the year 2002. To increase market share in world, the U.S. kumquat industry must supply higher volumes of kumquats with the taste, color, and texture preferred by consumers, and aggressively promote these products.

**International Developments:** For each product, please discuss current market conditions, the outlook for the U.S. product in the world market, and the short and long term competitive threats posed by our competitors.

The rest of world's production of kumquats cannot possibly satisfy the growing demand, thus giving the U.S. industry a great opportunity. World consumers are demanding a greater variety of fresh fruit at an affordable price. As a result, world kumquat importers will increasingly rely on U.S. imported products to meet these needs.

Technical factors affecting the quality of U.S. Kumquats have limited import demand growth for U.S. product during the past several years. The U.S. kumquat industry is continually fighting fumigation requirement limits of US exports of industrial grade product used in food processing. Market research has confirmed enormous potential demand and purchasing power to absorb significant quantities of U.S. consumer-grade kumquats, which are much higher priced than industrial grade kumquats used in food processing.



# 1998 UNIFIED EXPORT STRATEGY

## *U.S. and World Production and Trade*

- Organization: USA Kumquats

Table 2. U.S. and World Production and Trade Product: Kumquats (KUMQT)							
Year	U.S. Production	U.S. Exports		Exports as a Share of U.S. Production 1/	World Trade		U.S. Share of World Trade 1/
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	<i>Volume (boxes)</i>	<i>Volume (boxes)</i>	<i>Value (\$)</i>	<i>Percent (Volume)</i>	<i>Volume (boxes)</i>	<i>Value (\$)</i>	<i>Percent (Value)</i>
1993	210,000	16,100	\$700,000	7.7	115,000	\$4,954,000	14.1
1994	221,000	20,700	\$900,000	9.4	123,000	\$5,340,000	16.9
1995	232,000	25,300	\$1,100,000	10.9	135,000	\$5,886,000	18.7
1996	244,000	32,200	\$1,400,000	13.2	148,000	\$6,415,000	21.8
1997 (E)	255,000	43,700	\$1,900,000	17.1	161,000	\$7,000,000	27.1
1998 (F)	268,000	57,500	\$2,500,000	21.5	176,000	\$7,600,000	32.9
1999 (F)	281,000	73,600	\$3,200,000	26.2	192,000	\$8,300,000	38.6
2000 (F)	295,000	94,300	\$4,100,000	32.0	209,000	\$9,000,000	45.6
2001 (F)	310,000	120,000	\$5,300,000	38.7	228,000	\$9,900,000	53.5
2002 (F)	326,000	159,000	\$7,000,000	48.8	248,000	\$10,800,000	64.8
2003 (F)	342,000	206,000	\$9,100,000	60.2	270,000	\$11,800,000	77.1
2004 (F)	360,000	270,000	\$12,500,000	75.0	295,000	\$12,800,000	97.7

Source: U.S. Production -- U.S. Department of Agriculture  
 World Trade -- FAO World Exports  
 U.S. Exports -- U.S. Bureau of Census

1/ Please indicate if the share has been calculated from value or volume data.

# 1998 UNIFIED EXPORT STRATEGY

## Market Identification Worksheet (Step 1.)

- Organization: USA Kumquats

<b>Table 3.</b> <b>Market Identification Worksheet (Step 1.)</b> <b>Product: Kumquats (KUMQT)</b>							
(1) Targeted Countries	(2) Current or Average Value of Imports from All Suppliers	(3) Projected Rate of Import Growth From All Suppliers	(4) Current or Average Value of Imports from U.S	(5) Current U.S. Competitive Position: Relative U.S. Market Share (U.S. share divided by share of leading competitor)	(6) Absolute U.S. Market Share		(7) Goal for U.S. Export Growth rate
	1996	1998-2004	1996		1992	1996	1998-2004
	(\$)	(%)	(\$)		(%)		(%)
1. World	\$6,415,000	17%	\$1,400,000	0.65	11	21.8	20%
2. Slobbovia	\$1,200,000	17%	\$306,000	0.73	11.5	25.5	21%
3							
4							
5							
6							
7							
8							
9							
10							
25. (Countries as Needed)							

Source: All data -- FAO

# 1998 UNIFIED EXPORT STRATEGY

## *Country Market Assessment*

- Organization: USA Kumquats

**Table 4.**  
**Market Assessment Worksheet**  
**Country/Region: Slobbovia**  
**Product: Kumquats (KUMQT)**

### **1. Market Assessment:**

Since 1992, when the first U.S. kumquats valued at \$500,000 were exported to Slobbovia, the value of exports has increased on average 30% per annum over the past five years to \$1,856,000. According to independent third party evaluations, past US promotions and technical assistance have succeeded in growing total consumption of kumquats from 100 boxes in 1992 (5.5 lbs per capita/annually) to 370 boxes (9 lbs per capita/annually.) Neither domestic production, nor that of the two major traditional competitors, Phillippines and Malaysia, can possibly satisfy this growing demand, thus U.S. market share has grown from 11.5% in 1992 to 28.5% in 1997. The local economy is growing at a moderate sustainable rate and growing middle class is increasingly demanding a greater variety of fresh fruit and able to afford higher quality fresh and processed products. An unnecessary fumigation requirement limits exports of US product to industrial grade product used in food processing.

### **2. Long-term Strategy in this Market:**

Increase total kumquat utilization/demand and increase U.S. share of kumquats used in food production. Continue to fight SPS issues using sound science that limits exports of consumer grade fresh kumquats.

#### Consumer-grade Fresh Product Strategy:

- Technical seminars to educate wholesalers, distributors and retailers in the handling, storage and marketing as well as quality and characteristics of product,
- Joint promotions with distributors/retailers as well as generic consumer press and POS advertising of fresh product,
- Chef seminars, recipe development, joint food service menu promotions.

#### Processed products Strategy:

- Trade seminars, trade fairs and trade advertising targeting importers, wholesalers, retailers to introduce range/quality of products,
- In-store promotions, consumer generic and U.S. brand advertising.

**Table 4.**  
**Market Assessment Worksheet**  
**Country/Region: Slobbovia**  
**Product: Kumquats (KUMQT)**

**3. Past Performance and Evaluation Results:**

The 1997 evaluation confirmed the effectiveness of technical assistance to the local kumquat processing industry as a vehicle for increasing total demand for industrial grade U.S. kumquats for local food processing as well as consumer demand for a wider variety of processed kumquat products. Since that strategy's inception three years ago, five of the 10 kumquat processors have introduced new kumquat products using US product exclusively which collectively account for 100 boxes of product consumption annually. Generic promotion in conjunction with the local Kumquat Processors Association has increased the sales value of locally processed US kumquat-based products by 70% in just two years. Educational seminars have also been effective in educating 55% of kumquat importers, 35 % of fruit distributors and 75% fruit-based food processors to date in the handling, processing, applications for industrial grade US fresh kumquats and the more effective promotion of kumquat food products.

However, the evaluation also revealed that past efforts have failed to persuade the appropriate local government officials that fresh imported U.S. kumquat, unlike those from the two major kumquat competitors, should be exempt from fumigation requirements since the targeted pest is not indigenous or present in the U.S. The two reasons given for this failure are: 1) officials attending the seminars were at too low a level to impact the govt's policy, and 2) decision makers continue to be skeptical regarding US claims that the organism does not exist in the U.S. Market research has confirmed enormous potential demand and purchasing power to absorb significant quantities of U.S. consumer-grade kumquats, which are much higher priced than industrial grade kumquats used in food processing.

**4. Export Goals:**

Year	Value (\$)	Volume	U.S. Market Share
1998	\$324,130		30%
1999	\$431,370		32%
2000	\$540,708		34%
2001	\$653,002		36%
2002	\$768,902		38%
2003	\$989,059		40%
2004	\$1,106,470		42%

**1998 UNIFIED EXPORT STRATEGY**  
**Export Strategy Worksheet (Step 2)**  
**Country/Region: Slobbovia**  
**Product: Kumquats (KUMQT)**

***Strategic Focus: Constraint(s) and Performance Measures (i.e., Outcomes)***

*Constraint/Opportunity #1*

**I. Description:** Plant Health Officials require fumigation of all imported kumquats for a pest that is nonexistent in the US. The fumigant is considered by local food safety officials to be toxic to humans thus limiting U.S. exports to industrial grade fresh product for use in food processing.

**II. Performance Measures:**

- A. **Baseline 1997** Since 1991, no US kumquats have been retailed in fresh form.  
B. **1998** \$250,000  
C. **1999** \$275,000  
D. **2000** \$302,500  
E. **2001** \$332,750

***Strategic Response: Resources and Activities (i.e., Outputs)***

*Activity Information for Activities Addressing Constraint/Opportunity #1*

Activity #1

- A. **Activity Code:** **F99GXSL011**  
B. **Funding Source:** **Foreign Market Development Cooperator Program**  
C. **\$ Request:** **\$35,000**
- D. **Activity Description:** Technical Seminar(s), technical publications and follow-up trade servicing to industry and code officials more effectively targeted to ensure they are able to influence Government decision making.
- E. **Expected Result/Timeframe:** Will “reach” 25 senior Government and Fruit Import Associations officials, via seminar or trade servicing activities, of whom five (4 Govt and one Assoc) will agree to participate in proposed Cochran team travel to U.S. The fruit Import Association will assist in identifying and eliciting participation of appropriate government officials.  
Seminars: Nov/Dec 1998                      Trade servicing: Oct-Sept 1998

**1998 UNIFIED EXPORT STRATEGY**  
**Export Strategy Worksheet (Step 2)**  
**Country/Region: Slobbovia**  
**Product: Kumquats (KUMQT)**  
**(Continued)**

*Strategic Focus: Constraint(s) and Performance Measures (i.e., Outcomes)*

*Activity Information for Activities Addressing Constraint/Opportunity #1 (cont'd)*

**Activity #2**

- A. **Activity Code:** C98GXSL012
- B. **Funding Source:** Cochran
- C. **\$ Request:** \$20,000
- D. **Activity Description:** A five member team identified through technical seminars and publications will tour three weeks of US production sites and meetings with U.S. Government and industry officials.
- E. **Expected Result/Timeframe:** Persuade the team members that fumigation is unnecessary and take on a pro-active role in changing policy.

Travel: February 1999

**Activity #3**

- A. **Activity Code:** T98GXSL013
- B. **Funding Source:** FAS Trade Policy Initiative
- C. **Request:** \$ N/A
- D. **Activity Description:** Ask that FAS foster Government to Government discussion on plant and health fumigations ruling in Slobbovai with regards to fresh fruit, specifically kumquats.
- E. **Expected Result/Timeframe:** Persuade government official that fumigation is unnecessary on industrial grade fresh products.

Discussion: November 1998 to February 1999

**1998 UNIFIED EXPORT STRATEGY**  
**Export Strategy Worksheet (Step 2)**  
**Country/Region: Slobbovia**  
**Product: Kumquats (KUMQT)**  
**(Continued)**

***Strategic Focus: Constraint(s) and Performance Measures (i.e., Outcomes)***

*Constraint/Opportunity #2*

- I. Description:** U.S. fresh kumquats, which are larger, more golden and have a smoother skin than the local variety, are unknown to wholesalers, retailers, chefs or consumers.
- II. Performance Measures:** Carry fresh/processed product as staple item:
- |                                |    |              |   |
|--------------------------------|----|--------------|---|
| <b>A. <u>Baseline 1997</u></b> | 0  | Retailers    | No retailers or food service outlets carry or promote US fresh kumquats to consumers. |
|                                | 0  | Food Outlets |   |
| <b>B. <u>1998</u></b>          | 10 | Retailers    |   |
|                                | 5  | Food Outlets |   |
| <b>C. <u>1999</u></b>          | 25 | Retailers    |   |
|                                | 10 | Food Outlets |   |
| <b>D. <u>2000</u></b>          | 40 | Retailers    |   |
|                                | 20 | Food Outlets |   |

***Strategic Response: Resources and Activities (i.e., Outputs)***

*Activity Information for Activities Addressing Constraint/Opportunity #2*

*Activity #1*

- A. Activity Code:** **M98GXSL021**
- B. Funding Source:** **Market Access Program**
- C. \$ Request:** **\$15,000**
- D. Activity Description:** Participate in SLOBEX Trade Show with 5 importers/wholesalers and Slobbovian Fruit and Vegetable Importers Association.
- E. Expected Result/Timeframe:** Trade fair generates \$250,000 in on-site sales and enlists 10 additional retailers in stocking fresh/processed US product.  
 Trade shows: December 1998

**1998 UNIFIED EXPORT STRATEGY**  
**Export Strategy Worksheet (Step 2)**  
**Country/Region: Slobbovia**  
**Product: Kumquats (KUMQT)**  
**(Continued)**

*Activity Information for Activities Addressing Constraint/Opportunity #2*

**Activity #2**

- A. Activity Code:** **M98GXSL022**
- B. Funding Source:** **Market Access Program**
- C. \$ Request:** **\$150,000**
- D. Activity Description:** Generic advertising and POS materials in concert with local retailers, wholesalers and food service outlets. Trade promotion seminars and trade servicing to enlist target audiences in promotional programs.
- E. Expected Result/Timeframe:** 40 retailers and 20 managers/chefs will attend seminars; 10 retailers and 5 food service outlets will participate in at least one month-long promotional event. Sales will increase at least 20% during promotion and remain 10% higher thereafter.
- Trade advertising: Oct-Sept 1998  
Seminars: Oct-Dec 1998  
Promotions: Dec-Sept 1998

**Activity #3**

- A. Activity Code:** **E98GXSL023**
- B. Funding Source:** **Emerging Markets Program**
- C. \$ Request:** **\$50,000**
- D. Activity Description:** *A meaningful example cannot be provided because of the wide range of activities which can be funded under the EMP. Applicants are encouraged to fully address the requirements specified in the enclosed EMP guidelines.*
- E. Expected Result/Timeframe:**



**1998 UNIFIED EXPORT STRATEGY**  
**Export Strategy Worksheet (Step 2)**  
**Country/Region: Slobbovia**  
**Product: Kumquats (KUMQT)**  
**(Continued)**

*Activity Information for Activities Addressing Constraint/Opportunity #2*

**Activity #4**

- A.    **Activity Code:**                    **W98GXSL024**
- B.    **Funding Source:**               **GSM 102**
- C.    **\$ Request:**                       **\$1,000,000**
- 
- D.    **Activity Description:** Supply short term credits to assist in the opening of the fresh kumquats market.
- 
- E.    **Expected Result/Timeframe:** Assist and coordinate with POS material, seminars and Trade Show to move \$1,000,000 over the next year.

Credit Line: October 1998 to September 1999

# 1998 UNIFIED EXPORT STRATEGY

## Summary of MAP Activity Requests

- Organization: USA Kumquats

<b>Table 5.</b> <b>Market Access Program: Activity Budget Summary (All Promoted Commodities)</b> Indirect Costs: (Expenses associated with a unique activity, such as travel, consulting fees, STRE, promotional material, advertising, per diem, etc.)					
(1) Country/Region	(2) Generic	(3) Brand	(4) Research	(5) Evaluation	(6) Total
1. Slobbovia	\$165,000				\$165,000
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15. Countries/Regions (as needed)					
16. Global Activity					
17. Global Activity					
<b>Total MAP Activity Budget</b>	\$165,000				\$165,000

# 1998 UNIFIED EXPORT STRATEGY

## Summary of MAP Administrative Budget Request

- Organization: USA Kumquats

<b>Table 6.</b> <b>Market Access Program: Administrative Budget Summary</b> Direct Costs: (Administrative costs that would be shared across all activities, such as salaries, utilities, communication, office supplies and equipment, travel associated with administrative activities such as staff conferences)				
(1) Administrative Centers & Activity Codes by Country/Region	(2)  Rent	(3)  Salaries	(4)  All Other	(5)  Total
1.Slobbovia - M98AX99999		\$45,000	\$38,000	\$83,000
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
<b>Total MAP Administrative Budget</b>		\$45,000	\$38,000	\$83,000
<b>Total MAP Activity Budget (From Table 5.)</b>				\$165,000
<b>TOTAL MAP BUDGET REQUEST (Activity and Administrative)</b>				\$248,000

# 1998 UNIFIED EXPORT STRATEGY

## MAP Contribution Table

- **Organization:** USA Kumquats

<i>Table 6a.</i> <b>MAP CONTRIBUTION TABLE</b>		
<b>Total MAP Contributions</b> (Expressed as a percent of the requested MAP resources or in dollars)	Percent	Dollars
Applicant	100%	
Industry/State	50%	
Total	150%	

# 1998 UNIFIED EXPORT STRATEGY

## Calculation of MAP Carryover

- Organization: USA Kumquats

<b>Table 6b.</b> <b>Market Access Program: Carryover Calculation Table</b> Those applicants who received MAP funding in previous years must use the following methodology to calculate the amount of available carryover for 1998.			
Year 1/	Allocation 2/	Expenditures 3/	Balance 4/
1991	\$140,000	\$125,000	\$15,000
1992	150,000	140,000	10,000
1993	155,000	140,000	15,000
1994	155,000	145,000	10,000
1995	160,000	140,000	20,000
1996	150,000	142,000	8,000
1997	160,000	160,000	0
TOTALS	\$1,070,000	\$992,000	\$78,000 5/

1/ Begin with the first year of participation in the MPP or MAP. In this example, the first year of participation was 1991. For 1991, note that funds from the TEA program may not be carried forward into the MAP, and should not be included in this table.

2/ Amount of CCC resources authorized in annual program agreements ("new" funds only).

3/ Actual participant expenditures reimbursed by CCC. For 1996, use estimated total expenditures if actual expenditures are not yet available. For 1997, use estimated total expenditures.

4/ Balance = Allocation - Expenditures within each program year.

5/ Total estimated carryover.

# 1998 UNIFIED EXPORT STRATEGY

## *Foreign Office Staffing Pattern: MAP*

- Organization: USA Kumquats

Table 7. Foreign Office Staffing Pattern: MAP \1		
Administrative Centers and Activity Codes by Country/Region	Title/Grade	Incumbent
Slobbovia M98AX99999	Administrative Asst./ FSN-10	Maria Kornechez

1/ Funded in whole or in part with CCC resources.

**Description of proposed new Administrative Costs:** Identify and briefly describe any new administrative costs which will be incurred during the course of the year, e.g., the purchase of new computer or other office equipment, the hiring of additional staff, the expansion of office space, etc.

# 1998 UNIFIED EXPORT STRATEGY

## Summary of FMD Activity Requests

- Organization: USA Kumquats

<b>Table 8.</b> <b>Foreign Market Development Program: Activity Budget Summary</b> <b>(All Promoted Products)</b> Indirect Costs: (Expenses associated with a unique activity, such as travel, consulting fees, STRE, promotional material, advertising, per diem, etc.)				
(1) Country/Region	(2) Generic	(3) Research	(4) Evaluation	(5) Total
1. Slobbovia	\$35,000			\$35,000
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15. Countries/Region (as needed)				
16. Global Activity				
<b>Total FMD Activity Budget</b>	\$35,000			\$35,000

# 1998 UNIFIED EXPORT STRATEGY

## Summary of FMD Administrative Budget Request

- Organization: USA Kumquats

<b>Table 9.</b> <b>Foreign Market Development Program: Administrative Budget Summary</b> Direct Costs: (Administrative costs that would be shared across all activities, such as salaries, utilities, communication, office supplies and equipment, travel associated with administrative activities such as staff conferences)				
(1) Administrative Centers and Activity Codes by Country/Region	(2) Rent	(3) Salaries	(4) All Other	(5) Total
1. Slobbovia/ F99AX99999	\$12,000	\$60,000	\$8,000	\$80,000
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
<b>Total FMD Administrative Budget</b>				\$80,000
<b>Total FMD Activity Budget (From Table 8. )</b>				\$35,000
<b>TOTAL FMD BUDGET REQUEST (Activity and Administrative)</b>				\$115,000



# 1998 UNIFIED EXPORT STRATEGY

## *FMD Contribution Table*

- **Organization:** *USA Kumquats*

<i>Table 9a.</i> <i>FMD CONTRIBUTION TABLE</i>		
<b>Total FMD Contributions</b> (Expressed as a percent of the requested MAP resources or in dollars)	Percent	Dollars
Applicant	70%	
Industry/State		
Total	70%	

# 1998 UNIFIED EXPORT STRATEGY

## Foreign Office Staffing Pattern: FMD

- Organization: USA Kumquats

Table 10. Foreign Office Staffing Pattern: FMD 1/		
Administrative Centers and Activity Codes by Country/Region	Title/Grade	Incumbent
Slobbovia F99AX99999	Country Director FSN - 15	Josefa Drnovsek
	Marketing Assistant FSN - 11	Vladimir Klaus

1/ Funded in whole or in part with FMD resources.

**Description of proposed new Administrative Costs:** Identify and briefly describe any new administrative costs which will be incurred during the course of the year, e.g., the purchase of new computer or other office equipment, the hiring of additional staff, the expansion of office space, etc.

# 1998 UNIFIED EXPORT STRATEGY

## *Worldwide U.S. Personnel Cost Summary and Unfunded Liabilities: FMD*

- Organization: USA Kumquats

<b>Table 11.</b> <b>Worldwide U.S. Personnel Cost Summary: FMD</b>	
Number of U.S. Citizens	0
Number of U.S. Citizens whose Salaries are Paid with Project Funds	0
Total U.S. Citizen Salaries and Allowances Paid with Project Funds	\$0

<b>Table 12.</b> <b>Worldwide Unfunded Liabilities Summary: FMD</b> (as of September 30, 1999)	
Severance Payments	\$5,000
Rent Due or Forfeit	\$1,200
Other (identify)	\$0
TOTAL	\$6,200

# 1998 UNIFIED EXPORT STRATEGY

## *Summary of Section 108 Activity Requests*

- Organization: USA Kumquats

<b>Table 13.</b> <b>Section 108 Program: Activity Budget Summary</b> Indirect Costs: (Expenses associated with a unique activity, such as travel, consulting fees, STRE, promotional material, advertising, per diem, etc.)					
<b>(1)</b> <b>Country/Region</b>	<b>(2)</b> <b>Generic</b>	<b>(3)</b> <b>Brand</b>	<b>(4)</b> <b>Research</b>	<b>(5)</b> <b>Evaluation</b>	<b>(6)</b> <b>Total</b>
1. Tunisia					
2. Morocco					
3. Dominican Rep.					
4. Costa Rica					
5. Jamaica					
6. Sri Lanka					
7. Guatemala					
<b><i>Total Section 108 Activity Budget</i></b>					

# 1998 UNIFIED EXPORT STRATEGY

## Summary of Section 108 Administrative Budget Request

- Organization: USA Kumquats

<b>Table 14.</b> <b>Section 108 Program: Administrative Budget Summary</b> Direct Costs: (Administrative costs that would be shared across all activities, such as salaries, utilities, communication, office supplies, and equipment, travel associated with Administrative activities such as staff conferences.)				
<b>Administrative Centers and Activity Codes by Country/Region</b>	<b>Rent</b>	<b>Salaries</b>	<b>All Other</b>	<b>Total</b>
1. Tunisia				
2. Morocco				
3. Dominican Rep.				
4. Costa Rica				
5. Jamaica				
6. Sri Lanka				
7. Guatemala				
<b>Total Section 108 Administrative Budget</b>				
<b>Total Section 108 Activity Budget (From Table 13. )</b>				
<b>TOTAL SECTION 108 BUDGET REQUEST (Activity and Administrative)</b>				

# 1998 UNIFIED EXPORT STRATEGY

## Section 108 Contribution Table

- **Organization:** USA Kumquats

<i>Table 9a.</i> <b>SECTION 108 CONTRIBUTION TABLE</b>		
<b>Total FMD Contributions</b> (Expressed as a percent of the requested MAP resources or in dollars)	Percent	Dollars
Applicant		
Industry/State		
Total		

# 1998 UNIFIED EXPORT STRATEGY

## Summary of EMP Funding Requests

- Organization: USA Kumquats

Table 15. Emerging Markets Program (\$)		
Budget Items	EMP Request	Applicant Contribution
<b>Personnel:</b>		
Regional Director	\$7,500	\$7,500
Marketing Assistant	\$2,500	\$2,500
<i>Sub-Total Personnel</i>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Travel:</b>		
Airfare:	\$5,000	\$5,000
In-country transportation:	\$2,000	\$2,000
Lodging:	\$2,000	\$2,000
Per diem:	\$1,000	\$1,000
<i>Sub-Total Travel</i>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Consultant Fees:</b>		
Course Instructor	\$10,000	\$10,000
<i>Sub-Total Consultants</i>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Administration:</b>		
Facilities:	\$7,000	\$7,000
Interpreters:	\$3,000	\$3,000
Training Materials:	\$5,000	\$5,000
Publications:	\$2,000	\$2,000
Communications:	\$2,000	\$2,000
Project Reports:	\$1,000	\$1,000
<i>Sub-Total Administration</i>	<b>\$20,000</b>	<b>\$20,000</b>
<b>Equipment:</b>		
<i>Sub-Total Equipment</i>	<b>0</b>	<b>0</b>
<b>GRAND TOTAL BUDGET</b>	<b>\$50,000</b>	<b>\$50,000</b>

**\*\*Please refer to Emerging Markets Program Guidelines for details on budget parameters.\*\***

# 1998 UNIFIED EXPORT STRATEGY

## *Summary of Cochran Program*

- Organization: USA Kumquats

Table 16. Cochran Program 1/					
Project Title	Country/s or Region	Number of Participants	Estimated Cost to CFP	Applicant Contribution	Contact
SPS Fumigation	Slobovia	5	\$20,000	\$5,000	Bill Brown, see p.3 for address
<b>TOTAL</b>		5	\$20,000	\$5,000	

1/ **Note:** Industry groups should fax the Cochran Fellowship application form (see Enclosure) to the appropriate post. Otherwise, the prospective candidate will not be formally considered for participation in the Cochran Program.

### Table Guidelines

<b>Project Title</b>	From Export Strategy Worksheet - Step 2, Item D, under “Activity Information”
<b>Country/s or Region</b>	From Export Strategy Worksheet - Step 2
<b>Number of Participants</b>	The number of candidates you ideally would like to nominate.
<b>Estimated Cost to CFP</b> “Activity	Bottom line figure from Export Strategy Worksheet - Step 2, Item C, under Information”
<b>Applicant Contribution</b>	Contributions or cost sharing such as translation fees, international airfare, or reception costs. At this time, this estimate does not need to be a numeric value, i.e., a narrative description of the contribution will suffice.
<b>Contact</b>	Name, title, telephone, fax, and email address of the person at your organization that we can contact about the proposal.



# 1998 UNIFIED EXPORT STRATEGY

## Financial Marketing Assistance

- Organization: USA Kumquats

Table 17. Financial Marketing Assistance Programs Commodity(s): Kumquats (KUMQT)						
Country/ Region	GSM-102 Boxes/Units            \$		GSM-103 Boxes/Units            \$		Supplier Credit \$	Comments
EUROPA						
Slobbovia	23,000	\$1,000,000				
AFRICA/MIDDLE EAST						
Algeria						
Cote D'Ivoire						
E. Africa 1/						
Egypt						
Jordan						
Lebanon						
Morocco						
S. Africa 1/						
Tunisia						
Turkey						
W. Africa 1/						
Other						
Other						
Sub-Total	23	\$1,000,000				

<b>Table 17. (cont'd.)</b> <b>Financial Marketing Assistance Programs</b> <b>Commodity(s): Kumquats (KUMQT)</b>						
<b>Country/ Region</b>	<b>GSM-102</b>		<b>GSM-103</b>		<b>Supplier Credit</b>	<b>Comments</b>
	Boxes/Units	\$	Boxes/Units	\$	\$	
<b>ASIA</b>						
China						
India						
Indonesia						
Korea						
Pakistan						
Papua New Guinea						
Sri Lanka						
Southeast Asia 1/						
Other						
<i>Sub-Total</i>						
<b>TOTAL</b>	<b>23,000</b>	<b>\$1,000,000</b>				

1/ Regions:

East Africa:	Kenya, Uganda, Tanzania
Southern Africa:	Angola, Botswana, Burundi, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Sudan, Seychelles, S. Africa, Swaziland, Tanzania, Zaire, Zambia, Zimbabwe
West Africa:	Benin, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Congo, Cote D'Ivoire, Gabon, Gambia, Ghana, Guinea-Bissau, Guinea, Liberia, Mali, Mauritania, Nigeria, Senegal, Sierra Leone and Togo
Andean:	Bolivia, Chile, Columbia, Ecuador, Peru, Venezuela
C. America:	Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama
C. America (SCGP):	El Salvador, Guatemala, Panama
E. Caribbean:	Barbados, Grenada, Guyana, St. Lucia, St. Vincent & the Grenadines, Suriname, Trinidad & Tobago
W. Caribbean:	Haiti and Jamaica
S. East Asia (SCGP):	Indonesia, Malaysia, Philippines, Singapore

## 1998 UNIFIED EXPORT STRATEGY: *Requests for Trade Policy Assistance*

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### Part A: Industry Profile

1. *Organization:* USA Kumquats

2. *Product(s):* Kumquats

### Part B: Trade Policy Initiatives

1. *Country/Region:* Slobbovia

- Policy/SPS Impediment(s): Kumquats Fumigation on Industrial grade fresh product
- Summary of Policy Initiatives/Program Resources Needed to Eliminate/Overcome Impediment:

**Plant Health Officials require fumigation of all imported kumquats for a pest that is nonexistent in the US. The fumigant is considered by local food safety officials to be toxic to humans thus limiting U.S. exports of industrial grade fresh product for use in food processing.**

- Potential Trade Gain Associated with Removal of Impediment: **1998 - \$250,000**  
**1999 - \$275,000**

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